



**ÇANKAYA UNIVERSITY**  
**Faculty of Engineering**  
**Department of Industrial Engineering**  
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**COURSE SYLLABUS**

|   |                              |
|---|------------------------------|
| Course Code : <b>IE 406</b>   | Semester : <b>Fall' 2022</b> |
| Course Title : <b>Project Scheduling and Control</b>                    | Groups : 01                  |
| Pre-requisites : IE 333 Operations Research II – Deterministic Problems | Type of Course : Elective    |
| Credit : (3 0 3)  | ETCS : 5                     |

|  |  |
|--|--|
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|                | Day       | Time  | Classroom               |
|----------------|-----------|---|-------------------------|
| Lecture Hours: | WEDNESDAY | 14:20 – 15:10<br>15:20 – 16:10<br>16:20 – 17:10 | L-A14<br>L-A14<br>L-A14 |

**Course Description:** Project planning and control tools used in managing and delivering projects will be explained in depth. The topics covered in this course are project scheduling basics and models, resource constrained project scheduling: models and solution algorithms, project monitoring and control tools, and project risk analysis tools.

**Course Objectives:** This course aims to introduce the students project planning and control with special emphasis on scheduling techniques. Engineers are responsible for a safe, timely and cost effective delivery of a broad range of projects in various industries. In this course, the analytical tools and techniques required to manage projects effectively and efficiently will be emphasized.

**Learning Outcomes:** On successful completion of the course, students will be able:

1. To use project scheduling techniques.
2. To practice analytical problem solving techniques to develop solutions for project scheduling and control problems.
3. To understand designing safe, timely and cost effective delivery of a broad range of projects in various industries.
4. To recapture the importance of systems thinking and global optimization.
5. To have skills in using project management software MS Project.

On successful completion of the course, all students will have:

6. Improved their team work skills.
7. Awareness of ethical issues.

**Textbook:** Although no specific textbook is suggested for the course, students are recommended to obtain a copy of one of the following reference books below:

1. E. L. Demeulemeester, and W. S. Herroelen, *Project Scheduling: A Research Handbook*, Kluwer, 2002.
2. R. Klein, *Scheduling of Resource Constrained Projects*, Kluwer, 2000.
3. A. Shtub, J.F. Bard, and S. Globerson, *Project Management*, Prentice Hall, 2005.
4. M. Vanhoucke, *Project Management with Dynamic Scheduling*, Springer, 2013.
5. J. Weglarz, *Project Scheduling: Recent models, Algorithms and Applications*, Kluwer, 1999.

Note that aside from these books; University Library has quite a good collection of books on the introductory and advanced level in operations research, which can be searched at <http://www.cankaya.edu.tr>.

Course Outline:

| Week | Topic(s)   |
|------|--|
| 1    | Project & Project Management Definitions                     |
| 2    | Project Scheduling and Problems                              |
| 3    | Resource Allocation  |
| 4    | Resource Constrained Project Scheduling: Models              |
| 5    | Resource Constrained Project Scheduling: Models              |
| 6    | Resource Constrained Project Scheduling: Solution Algorithms |
| 7    | Resource Constrained Project Scheduling: Solution Algorithms |
| 8    | Project Monitoring and Control                               |
| 9    | Project Monitoring and Control                               |
| 10   | Project Risk Analysis  |
| 11   | Project Risk Analysis  |
| 12   | Project Management Software                                  |
| 13   | Recent Trends in Project Scheduling                          |
| 14   | Recent Trends in Project Scheduling                          |

**Lectures:** In lectures, the instructor will discuss only selected important concepts and points. To be familiar with the material presented in lectures and participate in class discussions, students are expected to read the material covered in the previous lectures prior to the new class meeting. If the students come prepared, then they will find the lectures more interesting, and will benefit from the discussion. Data projector will be used in lectures when necessary.

**Assignments:** There will be three types of assignments: Reading, Project and Homework.

**Reading Assignments:** From time to time, there will be some reading assignments, which support the lectures. For any type of examination, students are also responsible from studying all assigned readings, even if they might not be discussed in class.

**Project:** There will be a project, which is a real-life project scheduling problem. The project study involves the application of the software package Microsoft Project for the problem under consideration.

**Homework Assignments:** There will be **two** homework assignments (1 assignment before the Midterm exam, and 1 assignment after the Midterm exam) containing some discussion questions, problems, and computer exercises on the software packages MS Project and GAMS. Homework assignments play crucial role in ensuring students from understanding of the material that they have learned in lectures. Some notes on homework assignments and the project study:

- In doing **homework assignments and the project study**, students should work in teams of **two** or **three**.
- Each study team will be responsible for doing both homework and project assignments.
- It is the student's responsibility to find his/her team member(s).
- The composition of the study teams can't be changed throughout the semester. That is, if a team member wants to leave his/her study team for any reason, then he/she is **neither** allowed to join into another team **nor** work alone.
- Each member of a study team should sign up the **same copy of the Study Teams Info Form**, which can also be downloaded from the course's web site, on which the student number, name and surname, e-mail, and signatures of the team members are complete. Incomplete forms are not accepted.
- If a student fails to form a team, and submits a form with his/her name only then he/she accepts to be assigned to a team by the instructor.
- It is clear that the name of each student should appear in
  - a form with his/her name only (if he/she could not find team members), or
  - a form with his/her name and a friend's name, or
  - a form with his/her name and two friends' names.

- The assignment reports should be as professional in appearance as if you were preparing reports work or for publication, and be submitted in both electronic and printed format.
- If the answer to a question of an assignment is given in a book, don't just copy it, explain how you got it.
- It is compulsory that students submit a "homework assignment cover sheet" with each assignment. Homework assignment cover sheet, which can also be downloaded from the course's web site, will be provided by the instructor.
- Each team should submit a single written report for each homework and project assignment.
- Students are required to submit the assignment reports *on or before* the due date. The instructor may grant extension of the due date of an assignment in extenuating circumstances. Note that late submissions of reports will be accepted, but the following penalty scheme will be applied:

Total Penalty

|                              |  |
|------------------------------|--|
| Delay $\leq$ 20 minutes      | 5 points                                     |
| 20 < Delay $\leq$ 40 minutes | 10 points                                    |
| 40 < Delay $\leq$ 60 minutes | 20 points                                    |
| 60 < Delay                   | 100 points (i.e., report won't be evaluated) |

- It is expected that each team will submit an original report, which reflects only the effort of team members. Homework and project assignments should be the teams' independent work which requires independent thought. If the members of different teams work together or one team derive the answer and then share that answer with other teams, studies in this situation won't be considered as an independent work. Likewise, if two teams work alone to derive their answers, compare them and find their mistakes, and then correct them together, the result will be the same. Therefore, in case of a collaborative work, the followings are going to be applied:
  - For the first incidence, the reports of the collaborative teams are going to be evaluated independently, according to the quality of the report, and then the score is going to be divided by the number of teams sharing their reports. In other words, suppose that two teams cooperate for one of the questions given in a homework assignment, and their homework reports are marked as 90 and 80, respectively. Then, the grades for these teams will be 45 and 40, respectively.
  - For the second incidence, the score obtained for the report is going to be zero for every collaborative team.
  - For the third incidence (which means insistent copying), the score obtained for the report is going to be zero for every collaborative team, and all students having collaborative work will be treated according to the university by-laws and procedures for Disciplinary Matters.

Exams: To be successful in the examinations, students will need to have studied the material well in advance in order to understand the concepts, procedures and techniques.

- There will be a midterm exam, and the final exam.
- All exams will check the individual performance of the students.
- All exams will be held in class (i.e., no take-home exam will be given.).
- Midterm and final exam will
  - be of closed-notes/closed-book type in the first part of the exam having multiple-choice, short-answer, and discussion questions;
  - be of open-notes/closed-book type in the second part of the exam having problem-type questions.
- Final exam will be cumulative (i.e., it covers all materials studied throughout the semester), and will be scheduled for a day and time in the designated final exams week.
- In all exams, students may need a hand-calculator.
- Students should come early on the scheduled exam time because they will be seated according to a list.
- During the exams, students will not be allowed to go out for any purpose (visiting WC, drinking, smoking, etc.). So, they should take all necessary precautions before coming to the exam, and may bring their water, biscuits, etc.
- To discourage last minute cramming, the instructor will not answer any question from students *on one day before or on the day of* an exam.

Make-up Exams: Make-up exam policies are as follows:

- If a student misses the midterm exam or the final exam and has a genuine and valid excuse for his/her absence, a make-up exam will be given.
- An excused absence is one that meets all of the following conditions:
  - Student's illness or death of his/her family member will be accepted as a valid excuse.
  - The instructor and the Department Chairman approve the absence.
- If the excuse for student's absence is the student's illness, then the medical report should be submitted to the University's Health Center within 7 working days following the last valid day of the medical report. Note that medical reports given by private medical doctors or medical centers may not be approved by the University's Health Center. On the other hand, if the excuse for student's absence is the death of

his/her family member, then the official note given by the Government Office should be submitted to the Department Chairman's Office.

- A make-up exam format can be different than a regularly scheduled examination. For example, an oral exam can be used as a part or whole of the make-up exam.
- No make-up will be given if the student is absent in the make-up exam.

Solved Exercises Sets: From time to time, some sets of solved exercises will be uploaded to the course web site.

#### Computer Access &

Usage: Some homework assignments and the project assignment require the use of some software packages (such as MS Project, GAMS, Microsoft Office, etc.). It is expected that students have learned GAMS, Microsoft Office in the courses offered in the previous semesters. It is mainly the student's responsibility to learn these software packages. However, MS Project will be introduced during several lecture hours. A student may use his/her own computer if he/she owns a personal computer (desktop or laptop). The computers in the Computer Laboratories are available for the student's use. Always plan ahead if you rely on the computers in the labs. Increased demand towards the deadlines of the project reports for the courses other than IE 406 will reduce the available computer time. One should also be aware of power failures. Furthermore, students should always be courteous, considerate and in a professional manner while using the computer facilities of the University.

Course Web Site: Course related materials including the lecture notes, grades, and announcements may be accessed from the password-protected course web site:

<http://ie406.cankaya.edu.tr>

Announcements: It is the students' responsibility to regularly check the course web site for updates.

Lecture Notes: Students are expected to make their own lecture notes. Instructor's lecture notes will also be uploaded to the course web site within one day before the lectures.

#### Paper Flow &

Evaluation Results: The instructor will keep handouts not picked up in the classroom. Prompt pickups minimize losses. The instructor will also keep the graded homework reports and the exam papers. All graded homework reports and exam papers should be examined within one-week following the announcement of the report/exam results.

Class participation: Class participation does not mean class attendance. Students are expected to intelligently participate in class discussions. Silence will be considered as not being prepared for the course. Regular class attendance is not a sufficient condition for effective learning and success in this course. However, those students who attend lectures and study regularly are likely to benefit greatly and receive marks accordingly.

Attendance: According to the rules and regulations of Çankaya University, students are expected to attend all lecture hours and examinations. Some other information regarding the attendance is as follows:

- There is no bonus for the attendance.
- **Minimum attendance should be 45%.**
- Attendance will be taken every lecture hour, due to the requirement of the University's rules and regulations.
- During every lecture hour, students are responsible to remind the instructor for taking the attendance, and sign up the attendance sheet.
- Students' attendance records will be kept by the instructor.
- In case, the student does have to miss a class, it is the student's responsibility:
  - to be informed of course-related activities and the material that was covered in the class,
  - to contact someone in the class or the instructor to obtain handouts and additional course policies which are not given in this course syllabus, but mentioned in the class, and
  - to study all material covered in the class to maximize their chance of meeting the objectives of the course.

Punctuality: Students are expected to be in class on time, and latecomers will not be admitted, as arriving late to class is too disruptive. There will be normally ten-minute break between two consecutive hours in the same day; thus, students who are late will have to wait outside until the break is given.

Academic Integrity: Every student at Çankaya University should behave according to universally accepted norms of behavior and ethics. **The following activities are some examples for unlawful and unacceptable activities:**

- collusion (material copied from another student's report with that student's knowledge),
- purloining (material copied from another student's report or work without that student's knowledge),
- ghost writing (student's report written by third party and presented by a student as his/her own),
- verbatim copying (material copied word for word or exactly duplicated without any acknowledgement of the source),
- inappropriate/inadequate acknowledgement (material copied word for word which is acknowledged as paraphrased but should have been in quotation marks, or material paraphrased without appropriate acknowledgements of its source),
- getting someone else to sign the attendance sheet for a student,
- abusing the tolerance or breaking the discipline of the class, etc.

Depending on the seriousness of the case, will be treated according to the university by-laws and procedures for Disciplinary Matters, it can lead to temporarily suspension from the University or even permanent expulsion from the University.

Academic integrity is expected of all students of Çankaya University at all times, whether in the presence or absence of members of the faculty. Understanding this, in each exam, students will be asked to write the following honor code (or simply write “*I agree.*”) with his/her own handwriting and sign underneath:

***I hereby declare that I have neither given nor received any aid during the exam.***

Also, note that on each student team will be asked to write following honor code on the cover page of their homework assignment reports, and each member of the team will be asked to sign underneath:

***We hereby declare that, except where we have indicated, the work we are submitting in this report is our own work.***

Mobile phones must be switched off during lectures, and exams.

Language: The language of instruction in this course is English as the University commits it. Thus, students and the instructor should avoid the use of other languages in both their oral and written communication during lectures.

Grading Policy: Although the student’s overall grade will be based on the general assessment of the instructor, the following percentages may give an idea about the relative importance of various assessment tools.

| Assessment Item      | Marked Out of | Weight (%) |
|----------------------|---------------|------------|
| Homework Assignments | 100           | 10         |
| Project              | 100           | 15         |
| Midterm Exam         | 100           | 35         |
| Final Exam           | 100           | 40         |
| TOTAL                |               | 100        |

Note that the instructor reserves the right to modify these percentages in case he deems it necessary. In general, overall grades will be assigned using the standard scales for the letter grades. Depending on the difficulty of the exams and the performance of the class, they may be curved accordingly.

**Without an excused absence in the midterm exam or the final exam will lead to grade NA. Furthermore, in case of an attendance less than 45%, students will be given grade NA if the overall grade is below DD.**

Also note that the students having the letter grade NA have no rights to take the Recit Exam, which is the make-up for the final exam.

Semester letter grades will be announced by the Registrar’s Office.

Grade Improvement: The grade for the course will only be based on the required work listed above and can not be improved with additional work.

Objections: Any form of document concerning work, which is to be used by the instructor as the basis of grading, will be shown to the student upon request. Students, who feel strongly that they have received grades that are improper, have the right of formal appeal. The following rules should be obeyed: The objection to any grade must be made to the instructor **within 10 days following the announcement of the grades.**

Office Hours: At the end of course add/drop period, the instructor and the assistant will arrange their office hours. Timetables of the students, the instructor and the assistant will be a base for determining appropriate time slots with zero-clash (or minimum number of clashes) as much as possible.

If you have difficulty in understanding any material after you have tried your best, you should consult your course instructor and assistant during their office hours only. However, if you wish to meet them outside of their office hours, you can communicate via e-mail or through phone calls to make an appointment, **at least** one day in advance.

Course Evaluations: Çankaya University is committed to continuous improvement, and seeks students’ input to that process through their participation in course evaluation process. Your response will be processed so that, unless you wish otherwise, the course instructor will not be aware of your identity. Please help us to help our future students by providing feedback on your experiences in this course. In addition to the end of semester evaluation, you may also provide your feedback at any time during the semester by writing (or typing) your comments on a small piece of paper without indicating your identity and sliding this paper under the door of the instructor’s office.

Important Notes: 1. Please keep this course syllabus for future reference as it contains important information.  
2. You are responsible to know any changes to this course syllabus announced in lectures during the semester.

3. If you have any question on the coursework, please always refer to this syllabus to obtain the answer yourself first. If the answer is in the syllabus, then please do not insist on asking the same question to your instructor.